



Performance Management System

The Secretary's Office
Quarterly Report
July 2016





A Message From the Governor



“Our administration is committed to developing innovative solutions that deliver what Marylanders want – an affordable and reliable transportation system. By implementing a comprehensive program of accountability and continual improvements, we will deliver a better transportation system for the citizens of Maryland.”

“This is another step our administration is taking to Change Maryland for the Better!”

– **Larry Hogan**, *Governor*



The Maryland Department of Transportation and its Transportation Business Units proudly present the official mission statement.



Maryland Department of Transportation

“The Maryland Department of Transportation is a customer-driven leader that delivers safe, sustainable, intelligent, and exceptional transportation solutions in order to connect our customers to life’s opportunities.”

A Message From the Secretary

My Fellow Marylanders,

I am pleased to present the Maryland Department of Transportation Excellerator Performance Management System. I have been a longtime proponent of performance measures as a critical ingredient which drives organizations to exceptional standards to meet the transportation demands of our customers. At the Maryland Department of Transportation, we have embarked on a dedicated journey of creating performance measures that are important to all who live in and travel throughout the State of Maryland.

The Maryland Department of Transportation, and its transportation business units, created a single focused Mission Statement, which is the guiding light for all of our transportation products and services. We are wholeheartedly committed to being driven by the needs of our customers and to exceed their expectations. Whether our customers fly out of the Baltimore/Washington International Thurgood Marshall Airport, take a cruise out of the Port of Baltimore, ride one of our buses or rail lines, register their vehicles, or travel our highways and bridges, we all stand together as the Maryland Department of Transportation.

Our Excellerator program is comprised of ten tangible results. Those results are critical components for the organization and will drive our daily business decisions. How we achieve those results will be an organization-wide process of developing measures and strategies to achieve the optimum level of performance. The public we serve is able to see the results of our performance every quarter. This program is a living, evolving performance process that is in a constant state of evaluation, analysis and action. Some quarters may be better than others, but with the appropriate measures in place, we will have a constant finger on the pulse of the products and services we deliver to the citizens of Maryland. Whether we are being a good neighbor or facilitating economic opportunities within our State, we, the Maryland Department of Transportation, are working together every day to improve our performance and strive to reach exceptional customer service.

We thank you for this opportunity to share our initiative and are excited to embark upon a program of constant progress towards outstanding results.



Pete K. Rahn
Secretary



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*Please refer to the MDOT wide Quarterly Performance Management Report
for more performance measures for each of the 10 Tangible Results across all of the Transportation Business Units.*

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Tangible Results

Frequency Driver

Tangible Result # 2: Use Resources Wisely			Corey Stottlemeyer, TSO
TSO 2.1	Response to Fraud Hotline Complaints, including Response Time and Effective Resolution	Quarterly	Steve Watson, TSO
Tangible Result # 7: Be Fair and Reasonable To Our Partners			Wanda Dade, SHA
TSO 7.1	Time It Takes to be Certified and Re-certified as an MBE	Quarterly	Lisa Dickerson, TSO
TSO 7.2	Percent of TSO Invoices Paid within 30 Days by Each TSO Office	Quarterly	Steve Watson, TSO
Tangible Result # 10: Facilitate Economic Opportunity in Maryland			Jim Dwyer, MPA
TSO 10.1	Value of Sold Land	Annually	Glen Carter, TSO
TSO 10.2	Increase in Jobs from Transit Oriented Development (TOD)	Annually (April)	Glen Carter, TSO

TANGIBLE RESULT #2

Use Resources Wisely



MDOT receives resources from our customers and they expect products and services in return. To better serve our customers, MDOT must maximize the value of every dollar we spend.

RESULT DRIVER:

Corey Stottlemeyer

The Secretary's Office (TSO)

TBU COORDINATOR:

Charles Glass

The Secretary's Office (TSO)

PERFORMANCE

MEASURE DRIVER:

Steven Watson

The Secretary's Office (TSO)

PURPOSE OF MEASURE:

To track the number of fraud hotline complaints investigated by the TSO Office of Audits, as well as the time to respond and develop effective resolutions

FREQUENCY:

Quarterly

DATA COLLECTION

METHODOLOGY:

The TSO Office of Audits maintains a spreadsheet database tracking fraud hotline complaints by source and investigations still outstanding at the time of reporting

NATIONAL BENCHMARK:

N/A

PERFORMANCE MEASURE TSO 2.1

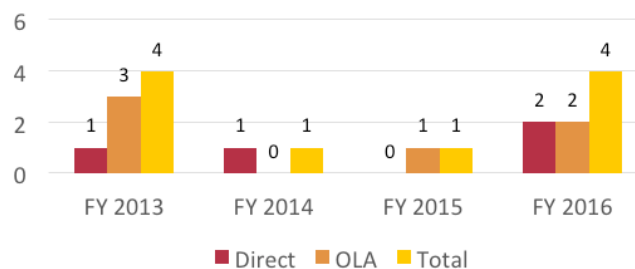
Response to Fraud Hotline Complaints, including Response Time and Effective Resolution

MDOT must be responsive to complaints from customers. This performance measure will track the number, response time, and effective resolution of fraud hotline complaints received or referred to the TSO Office of Audits from FY 2013 to FY 2015 and the first three quarters of FY 2016. Understanding and tracking this data will assist TSO Management in better utilizing the internal audit staff, as well as assist the Office of Audits in the development of the annual audit plan.

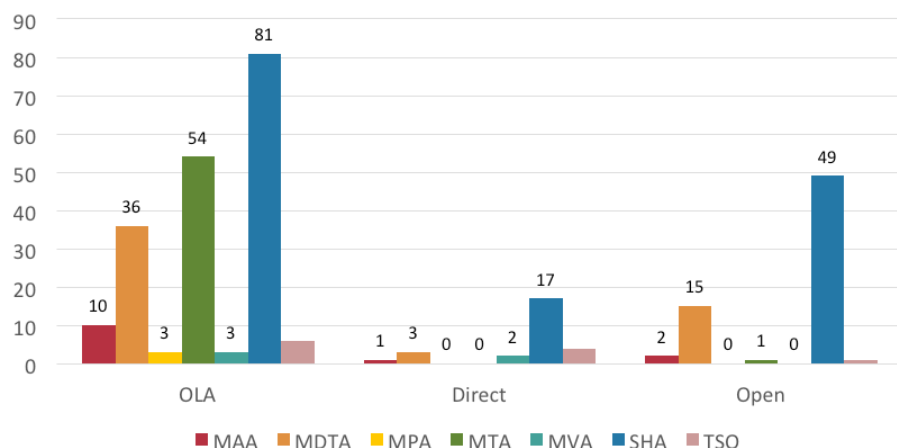
Generally, fraud hotline complaints are received by TSO through two sources – direct contact, or referral by the Office of Legislative Audits (OLA). OLA maintains a widely publicized fraud hotline phone number and receives many complaints.

During the period covered, TSO received 10 complaints, of which 6 were referred by OLA. One complaint is still under investigation and is not yet resolved.

Fraud Complaints Received by TSO



Fraud Complaints Received by TBU



TANGIBLE RESULT #7

Be Fair and Reasonable to Our Partners



MDOT will provide an easy, reliable procurement experience throughout the system.

RESULT DRIVER:

Wanda Dade

State Highway Administration (SHA)

Be Fair and Reasonable to Our Partners

TBU COORDINATOR:

Charles Glass

The Secretary's Office (TSO)

PERFORMANCE MEASURE DRIVER:

Lisa L. Dickerson

The Secretary's Office (TSO)

PURPOSE OF MEASURE:

To improve processing time for Minority Business Enterprise certification and annual renewals to enhance customer service with business partners

FREQUENCY:

Quarterly

DATA COLLECTION METHODOLOGY:

Track paper and electronic applications for certification and renewal

NATIONAL BENCHMARK:

90 days for compliance. Below 90 days for excellent customer service.

PERFORMANCE MEASURE TSO 7.1

Time It Takes to be Certified and Re-certified as an MBE

The Office of Minority Business Enterprise (OMBE), located at The Office of the Secretary at MDOT, serves as the State of Maryland's Official Minority Business Certification Agency for Minority Business Enterprise (MBE), Disadvantaged Business Enterprise (DBE), Airport Concessions Disadvantaged Business Enterprise (ACDBE) and/or Small Business Enterprise (SBE), Interstate Certification, and Women-owned Business Enterprise (WBE). OMBE also handles other inquiries/programs/services pertinent to minority-owned and small businesses, including maintenance of the State's MBE Directory and MBE Website, eMaryland Marketplace MBE, Small Business Reserve Program, MBE Outreach, with links to the Governor's Office of Minority Affairs, Maryland Department of Commerce, Maryland Department of Labor, Licensing, and Regulation (DLLR), Maryland Department of Assessment & Taxation (DAT), and more.

The OMBE processes new applications for certification (60 to 100 monthly) and annual certification renewals (~250 monthly). Historically, those applications were all received by mail or hand-delivered. Effective April 4, 2016, applicants for MBE certification may apply online via the new application portal at <https://mbe.mdot.maryland.gov/apply> to complete a company profile and upload all supporting documents. Applicants who complete the online application process receive confirmation of the documents received as well as an email requesting additional information, if needed. OMBE continues to accept paper submissions via regular mail or hand delivered to the OMBE office.

Some portions of the application process are prescribed by Federal or state law and process times can be contingent upon the applicant's response time. Measuring and tracking paper and electronic submissions, OMBE can continue to assess the time it takes to certify a new application or to process an annual certification renewal, and can work to reduce these application and renewal timelines with the continued goal for better customer service and enhanced security of critical customer information.

Some strategies that have been implemented to improve this performance measure include tracking the processing times for certification and renewal submissions, utilizing technology to improve the processes, and adopting best practices of other certifying agencies.

Be Fair and Reasonable to Our Partners

PERFORMANCE MEASURE TSO 7.1

Time It Takes to be Certified and Re-certified as an MBE

(continued)

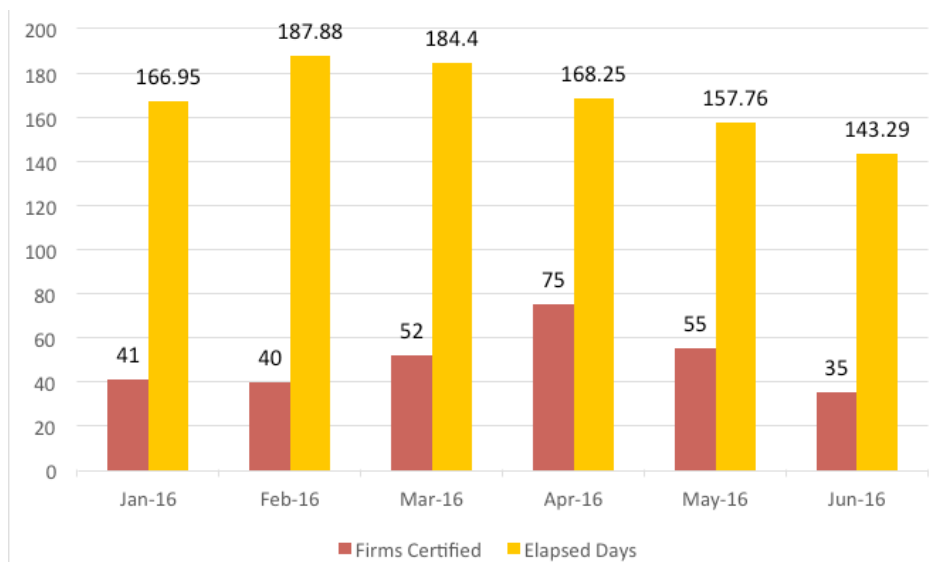
New Applications Received January 1, 2016 to May 31, 2016)

- 328 paper submissions
- 49 electronic submissions

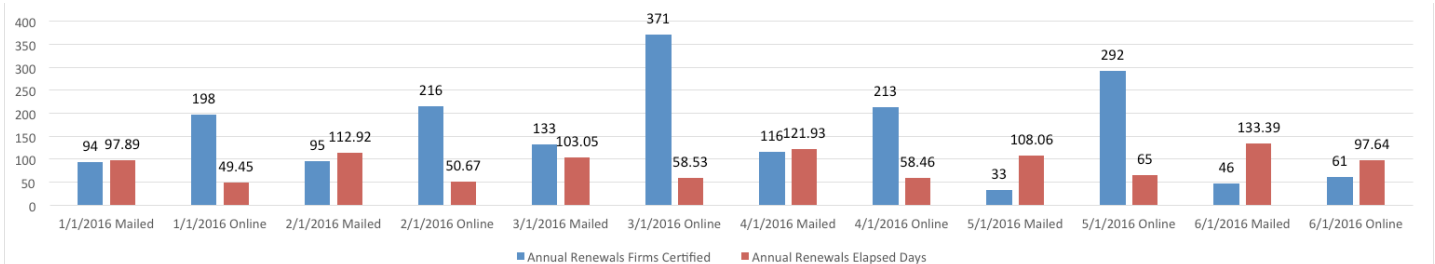
Annual Renewals

- 447 paper submissions
- 1264 electronic submissions

Firms Certified* (submitted via paper applications)



Annual Renewals



TBU COORDINATOR:

Charles Glass

The Secretary's Office (TSO)

PERFORMANCE MEASURE DRIVER:

Steven Watson

The Secretary's Office (TSO)

PURPOSE OF MEASURE:

To track the percent of invoices paid in compliance with state requirements by originating TSO office

FREQUENCY:

Quarterly

DATA COLLECTION METHODOLOGY:

The TSO Office of Finance reports data monthly by TSO Office

NATIONAL BENCHMARK:

State policy requires 99% of invoices be paid within 30 calendar days

PERFORMANCE MEASURE TSO 7.2**Percent of TSO Invoices Paid within 30 Days by Each TSO Office**

TSO will treat our vendor business partners fairly by paying invoices in a timely manner. The requirement to pay 99% of our invoices within 30 days is a long-standing state mandate.

TSO generally meets or nearly meets the target. The number of invoices processed each month range from 150 to 260; therefore only a few late invoices will cause TSO to miss the target. While invoices are processed by the Office of Finance, invoices are initially managed and approved by the various offices within TSO. By monitoring the performance in each office, process problems, or breakdowns can be identified and more quickly resolved. Thus far in fiscal year 2016, TSO has paid 98.5% of its 2,215 invoices on time.

The first chart presents those offices with late invoices for Fiscal Year 2016 (as a percentage of timely payment). The second chart shows the number of invoices paid by each office. This adds perspective, especially for those offices with fewer invoices.

The acronyms used in the charts are defined below:

OTTS – Office of Transportation Technology Services

ORED – Office of Real Estate & Economic Development

OOP – Office of Procurement

MBE – Minority Business Enterprise

OE – Office of Environment

OFM – Office of Freight and Multimodalism

OGA – Office of Government Affairs

TSO – The Secretary's Office

OFFAS – Office of Fleet, Facilities and Administrative Services

OPCP – Office of Planning and Capital Programming

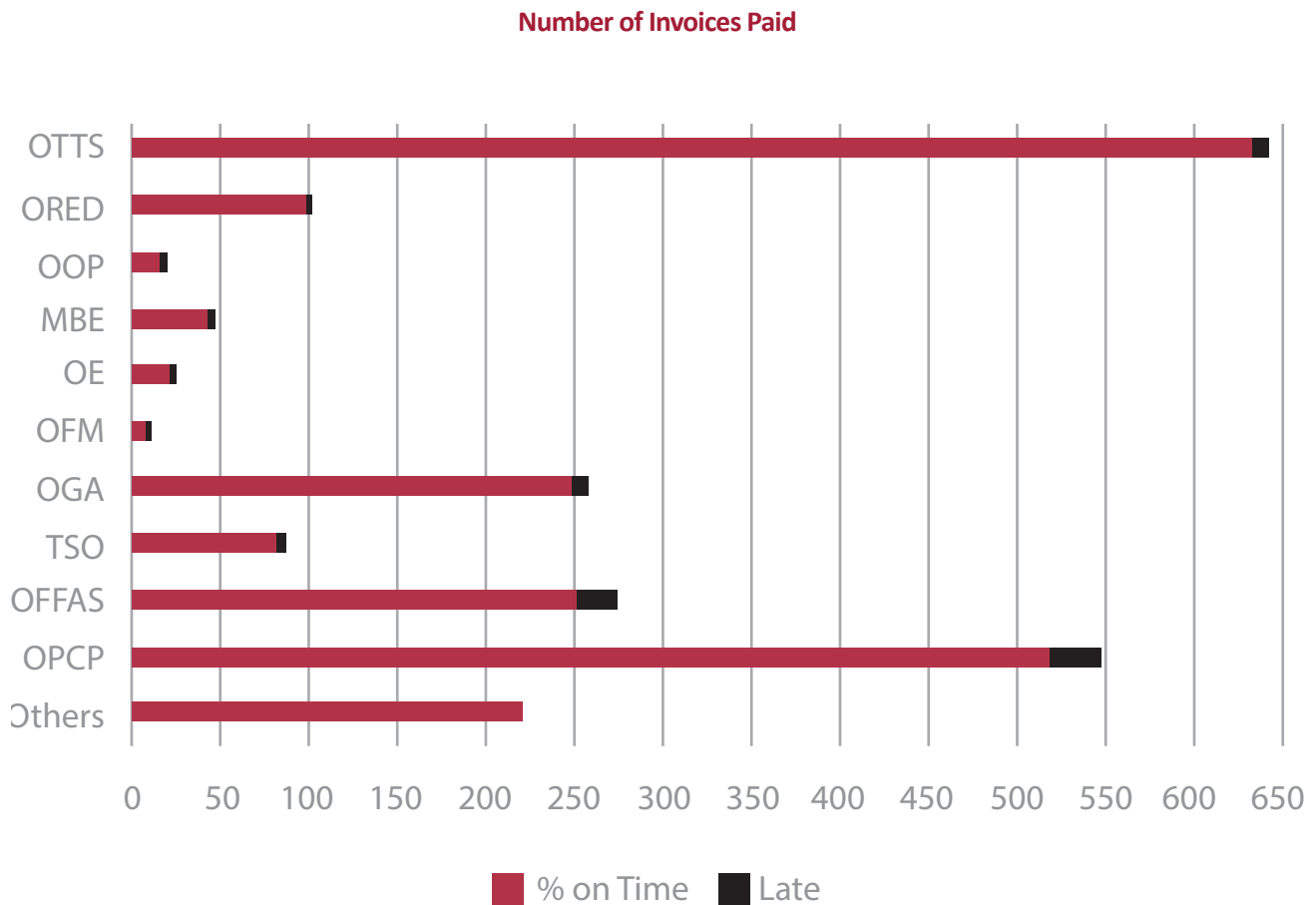
PERFORMANCE MEASURE TSO 7.2

Percent of TSO Invoices Paid within 30 Days by Each TSO Office



PERFORMANCE MEASURE TSO 7.2

Percent of TSO Invoices Paid within 30 Days by Each TSO Office



TANGIBLE RESULT #10

Facilitate Economic Opportunity in Maryland



Maryland's transportation system is essential to the State's economy. An efficient transportation system provides a competitive advantage to businesses in a regional, national and global marketplace. Transportation directly impacts the viability of a region as a place where people want to live, work and raise families, all critical to attracting a competent workforce.

RESULT DRIVER:

Jim Dwyer

Maryland Port Administration (MPA)

Facilitate Economic Opportunity in Maryland

TBU COORDINATOR:

Charles Glass

The Secretary's Office (TSO)

PERFORMANCE MEASURE DRIVER:

Glen Carter

The Secretary's Office (TSO)

PURPOSE OF MEASURE:

To measure the amount of excess land sold that is capable of independent use. The proceeds are returned back into the Transportation Trust Fund and used to provide services to the people of Maryland

FREQUENCY:

Annually

DATA COLLECTION METHODOLOGY:

Clearance requirements and sales are conducted, and collected per disposition, and are housed within the Office of Real Estate and Economic Development

NATIONAL BENCHMARK:

N/A

PERFORMANCE MEASURE TSO 10.1

Value of Land Sold

The Secretary's Office (TSO), Office of Real Estate and Economic Development (ORED) consists of two teams: one is Development Services, which works to develop Transit Oriented Developments; and the second is Real Estate Services which disposes of real property that is excess to agency needs and supports independent use. The following is a summary of the disposition process.

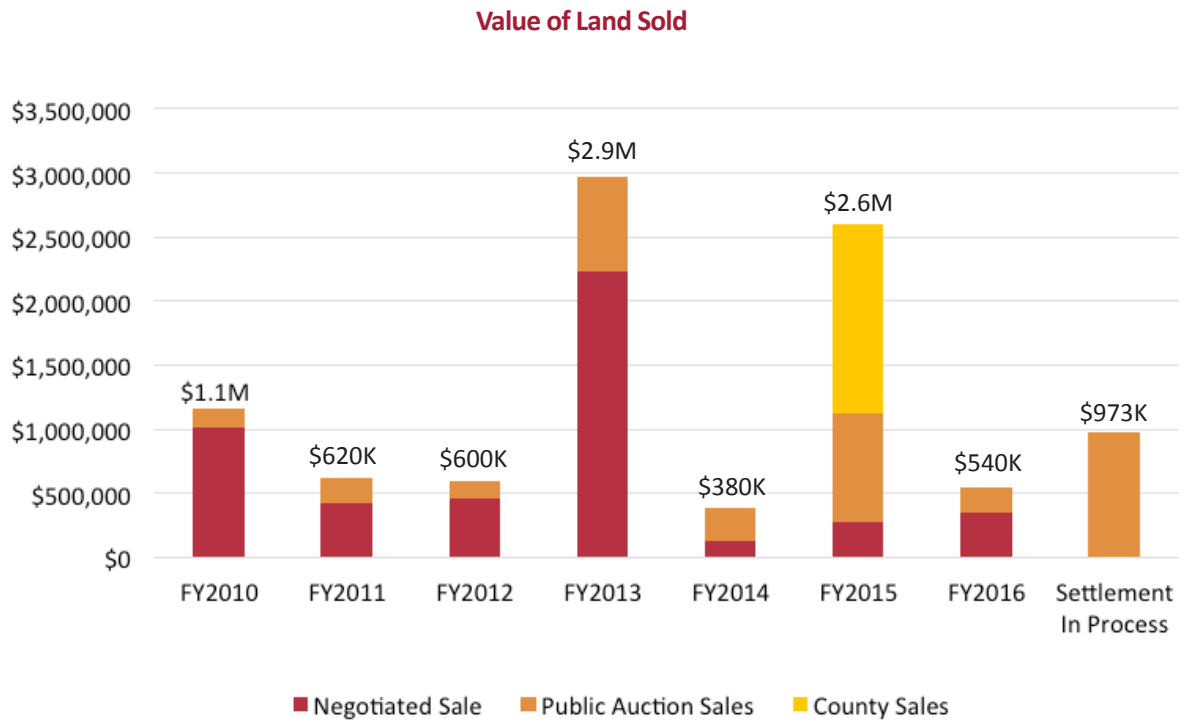
Real Estate Services Team

The Real Estate Services Team markets and sells Real Property that is typically owned by the State Highway Administration (SHA) and occasionally, other Transportation Business Units. The majority of properties sold are subject to the Article 8-309 of the Transportation Code of Maryland. Article 8-309 requires specific steps to be taken before offering Real Property for sale to the general public. After meeting all of the State, County/Municipality, and Prior Owner clearance requirements, the Real Estate Services Team begins marketing properties for public sale. The clearance requirements may take up to 18 months to complete and the sales cycle can take up to 15 months to complete.

The auction process is closely regulated, requiring the Real Estate Services Team to meet or exceed a reserve price for the property before the auctioneer declares a successful bidder as the winner. The auctioned properties have typically been on the tax rolls as "Exempt" since their acquisition. Selling the properties returns unneeded land to the tax rolls and generates funds back in the Transportation Trust Fund.

Facilitate Economic Opportunity in Maryland

PERFORMANCE MEASURE TSO 10.1 Value of Land Sold



Facilitate Economic Opportunity in Maryland

TBU COORDINATOR:

Charles Glass

The Secretary's Office (TSO)

PERFORMANCE MEASURE DRIVER:

Glen Carter

The Secretary's Office (TSO)

PURPOSE OF MEASURE:

To track the amount of jobs created by MDOT led Transit Oriented Development projects

FREQUENCY:

Annually (in April)

DATA COLLECTION METHODOLOGY:

Surveys and conversations with project managers from the developers as well as National Averages for Employee Ratio Estimates

NATIONAL BENCHMARK:

N/A

PERFORMANCE MEASURE TSO 10.2

Jobs created by Transit Oriented Development (TOD)

The Secretary's Office (TSO), Office of Real Estate and Economic Development (ORED), Development Services Group plays a key role in economic development by linking three essential components - transportation, employment, and housing through the facilitation of TOD projects.

In Maryland, TOD is defined as "a dense, mixed-use deliberately-planned development within a half-mile of transit ridership". It includes housing, office, retail, entertainment, and other amenities integrated into a walkable pedestrian friendly neighborhood.

TOD is achieved through:

- Collaboration: Working closely with developers, local jurisdictions, and MDOT business units to determine real estate needs and opportunities
- Specialization: Having expertise and utilizing innovation
- Site Assessments: Determining transit and infrastructure requirements for potential market ready development sites
- Deal Structuring: Mitigating State risks with local jurisdictions and private developers

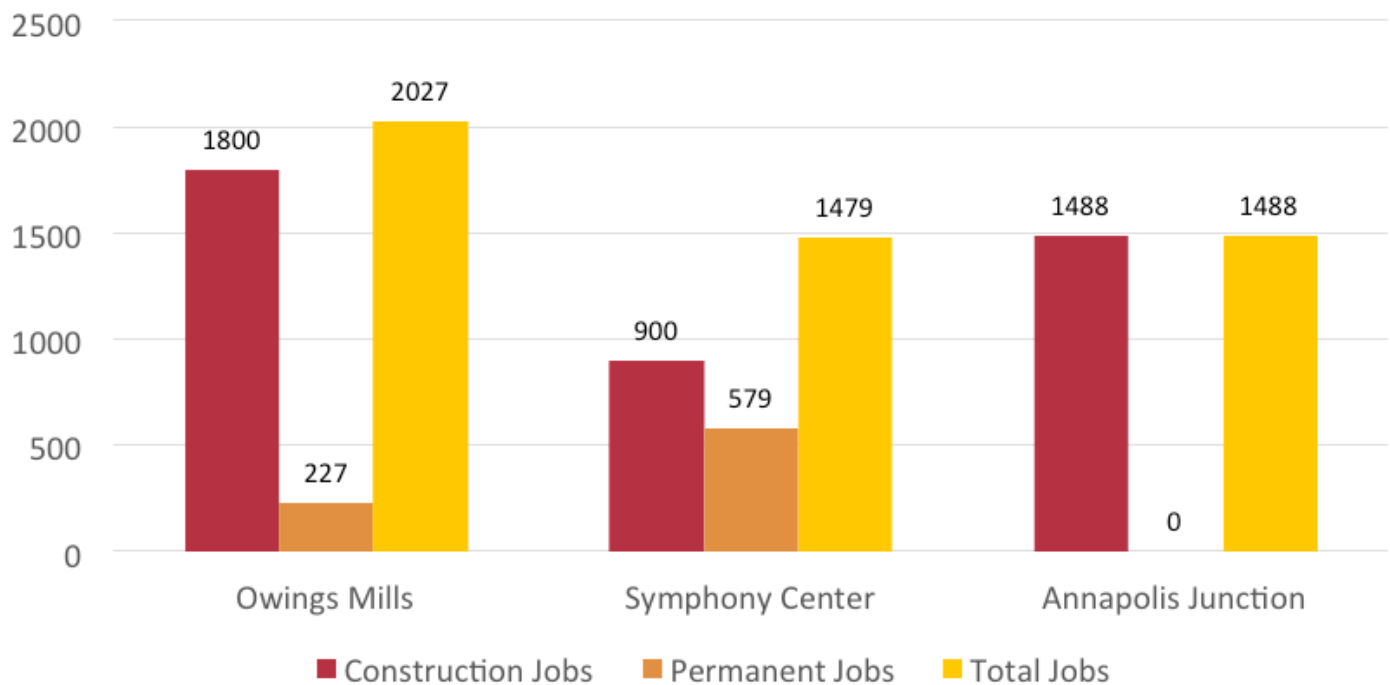
ORED currently has three active TOD projects: Metro Centre at Owings Mills, Annapolis Junction Town Center, and Symphony Center. These three TOD projects have created an estimated 4,188 construction jobs and 806 permanent jobs in the State of Maryland. Annapolis Junction is currently under construction and estimated to create an additional 617 permanent jobs at full build-out. The projects will continue to create new jobs and economic development. ORED is currently working on potential TOD projects at the Odenton, Laurel, and New Carrollton MARC stations.

Facilitate Economic Opportunity in Maryland

PERFORMANCE MEASURE TSO 10.2

Jobs created by Transit Oriented Development (TOD)

TOD Job Creation



All Electronic Tolling (AET) – Collection of tolls at highway speeds using *E-ZPass* transponders or video tolling; no toll booths or cash collection.

Annual Attainment Report on Transportation System Performance – Pursuant to Transportation Article Section 2-103.1 of the Annotated Code of Maryland, the State is required to develop or update an annual performance report on the attainment of transportation goals and benchmarks in the Maryland Transportation Plan (MTP) and Consolidated Transportation Program (CTP). The Attainment Report must be presented annually to the Governor and General Assembly before they may consider the MTP and CTP.

Calendar Year (CY) – The period of 12 months beginning January 1 and ending December 31 of each reporting year.

Coordinated Highways Action Response Team (CHART) – CHART is an incident management system aimed at improving real-time travel conditions on Maryland's highway system. CHART is a joint effort of the State Highway Administration, Maryland Transportation Authority and the Maryland State Police, in cooperation with other federal, state and local agencies.

Consolidated Transportation Program (CTP) – A six-year program of capital projects, which is updated annually to add new projects and reflect changes in financial commitments.

Fiscal Year (FY) – A yearly accounting period covering the time frame between July 1 and June 30 of each reporting year.

MPA General Cargo – Foreign and domestic waterborne general cargo handled at the public (MPA) terminals.

Port of Baltimore Foreign Cargo – International (Foreign) cargo handled at public and private terminals within the Baltimore Port District. This includes bulk cargo (e.g., coal, sugar, petroleum, ore, etc. shipped in bulk) and all general cargo (e.g., miscellaneous goods shipped in various packaging).

MAA – Maryland Aviation Administration operates Baltimore/Washington International Thurgood Marshall Airport (BWI Marshall) and Martin State Airport, a general aviation/reliever airport northeast of Baltimore.

MDTA – Maryland Transportation Authority operates and maintains the State's eight toll facilities.

Mode - Form of transportation used to move people or cargo (e.g., truck, rail, air).

MPA – Maryland Port Administration promotes the Port of Baltimore as a leading east coast hub for cargo and cruise activity.

MTA – Maryland Transit Administration provides Local Bus, Light Rail, Metro Rail, Paratransit services and regional services through commuter rail (MARC) and Commuter Bus, as well as grant funding and technical assistance.

MVA – Motor Vehicle Administration serves as the gateway to Maryland's transportation infrastructure, providing a host of services for drivers and vehicles, including registration, licensing and highway safety initiatives.

SHA – State Highway Administration manages the State's highway system which includes 17,117 lane miles of roads and 2,564 bridges

TBU – Transportation Business Unit

TSO – The Secretary's Office

Vehicle Miles of Travel (VMT) – A measurement of the total miles traveled by all vehicles.

MARYLAND DEPARTMENT OF TRANSPORTATION

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